

February 28, 2020

Debbie Potter
Base Reuse and Community Development Director
950 West Mall Square, 2nd Floor
Alameda, CA 94501

Dear Ms. Potter:

As President of the Downtown Alameda Business Association, I am pleased to submit the attached BIA Report, and a listing of the current Board of Directors. Here are a few highlights:

In 2018/19 we completed our expansion plan adding Park Street Landing to the downtown Business Improvement Area finalizing its critical role in the future of our downtown "Gateway" district. We have implemented a year-long outreach campaign by which in-person invitations were made to these merchants for mixers and district events.

Also in 2018/19, we successfully campaigned to secure approval of property owners for the Landscape and Lighting Special District (L&L) assessment increase. We are working with Public Works to implement the planned services in the Engineering Report.

Another exciting development has been the initiation of a long-term strategic plan for the district, which we feel is necessary for us to accelerate our growth and better align the needs of the member business owners within our community. As a part of this we have re-aligned our committee structure with our list of priorities.

Attached we have provided a description of the activities and accomplishments for FY 2019/20 and our draft multi year strategic plan as well as our Board approved 2019/20 and 2020/21 budgets.

Sincerely,

Otto Wright, Board President
Downtown Alameda Business Association

DOWNTOWN ALAMEDA BUSINESS ASSOCIATION

2447 Santa Clara Ave., #302, Alameda, CA 94501

PROPOSED ASSESSMENT FOR BUSINESS IMPROVEMENT AREA FISCAL YEAR 2019/20

INTRODUCTION:

The Downtown Alameda Business Association is recommending a BIA budget of one hundred twenty-two thousand (\$124,000) in restricted funds for the Downtown Alameda Business Association for fiscal year 2020/2021. This recommendation is based on the actual income derived from the BIA assessment in fiscal 2019/2020.

BUDGET:

The BIA provides one of two sources of funding for the entire scope of the activities proposed in this report. The other source of income comes from funds raised by the Downtown Association special events. The Downtown Association will continue its current schedule of street events for the calendar year 2020, which are under contract. We are in discussions with our contractor for the street events into 2021.

MEMBERSHIP PROFILE:

Over 470 merchants comprise the current boundaries of the downtown district including 110 popular restaurants, bars, and casual eateries. We are proud to report that *100 of these businesses have been in operation for more than 25 years!* The breakdown is as follows:

- 28% Services
- 27% Beauty & Health
- 21% Food & Drink
- 18% Retail
- 6% Other

Strategic Planning:

In June 2019 the Board took on the task of creating a long term strategic plan. Over the summer our Officers worked with a facilitator to interview all Board members and develop a full day meeting to discuss the future vision of the Association and the Downtown.

The entire Board participated in the interviews, the results showed significant alignment of strategic work areas for the association over the next five (5) years. The meeting enabled the majority of the Board to discuss individual and group visions for the Downtown.

Over the last few Board meetings the outcomes from the meeting have been discussed, reviewed and adjusted. The Board is now ready to present the Draft Strategic Plan to our membership for discussion, input and revisions which the meeting(s) may produce. Our plan includes at least one general membership meeting in April, discussions through May for a final plan to be presented for adoption by the Board no later than June.

Contained within the draft plan are the priorities for our work in the coming years, which will be incorporated into our committee work. We will adjust and align Committee and staff work plans to match the long term milestones laid forth in the plan during 2020-2021.

Committee Structure

As we have discussed our work we have adjusted our work into four (4) committees:

Outreach (formerly Government and Economic Relations), Marketing (formerly Events and Promotions), Operations (formerly Clean, Green and Safe) and the Executive Committee. The purpose of this change is empower the committees to create more functional work plans that are aligned to the stated priorities that have emerged throughout our strategic planning process.

ACTIVITIES:

Our event strategies include the continuation of the street closure events (Spring Festival, Art & Wine Faire, and Classic Car Show), the opportunity to launch incubator events inside the street closure events such as the Local Alameda Stage to create new excitement for these long-standing events. We will also continue to develop non-street closure activities and promotions including the wildly popular Downtown Strolls, Hot Cocoa Crawl, Shop Late Thursdays, Easter Egg Hunt, Holiday Window Contest, and Small Business Saturday.

These activities are designed to improve the pedestrian-friendly look of the downtown district, improve the vitality, increase sales for our businesses and sales tax revenues for the City, promote individual member businesses and the district as a whole, attract new businesses, and increase the overall business atmosphere in Downtown Alameda.

The creation of our Block Captain program this past year has greatly increased our communications and presence “on the street” with our member businesses. We have 20+ dedicated Block Captains who hit the streets each month sharing information, opportunities, and ideas for all.

FINANCIAL HEALTH:

The Downtown Association is in a healthy financial position for a combination of reasons including conservative financial planning, introduction of new events, and increases in our sponsorships of major events. This year we are again meeting or exceeding our financial goals while expanding service to our membership.

To help ensure long-term health, the Board has implemented policies that require having six months of operation funds in reserve. The policy also provides for regular review and maintenance of the funds, with specific Board approval required for any expenditure made from these funds.

The Downtown Association on an accrual accounting basis and implemented regular review of our monthly financial reporting (QuickBooks) by outside accounting management. We also have increased oversight by our Treasurer of banking, financial planning, and financial obligations of the Downtown Association.

LEADERSHIP:

The Downtown Association’s leadership of Janet Magleby, as Executive Director ended in January 2020. We are very pleased to have brought on Kathy Weber, whose many years of prior experience in Downtown Associations and nonprofits brings us the skills to lead the Association through our strategic planning process into implementation as the new 2020-2021 year dawns. Kathy comes to us with many years of experience with other business districts and non-profits; she was the Executive Director for the Marquette, Michigan Downtown Association, the Events Manager for Benicia Main Street and

most recently as the Corporate Partnership and Events Manager with Alameda County Community Food Bank. We believe she is an ideal choice to lead the Association during this time of change and expansion.

Our staff and Board have successfully worked with nearly every department at City Hall serving on committees such as Climate Action Plan, Facade Grant Committee, Carnegie Restoration, Mini Maker Faire Core Leadership.

This our first full-time Membership & Events Coordinator, Aviva Kellman, has added energy and community spirit to our committees and events, as well as implementing member benefits.

Our Board leadership is demonstrated by significant involvement of all members and Officers. We have successfully implemented our leadership succession plan using the positions of President-Elect, President and Past President, as well as Treasurer and Secretary to have an effective Executive Committee which possesses continuity while bringing in new thoughts and ideas. Our Officers hold office on a calendar year basis, making an effective bridge through our fiscal year planning. We have been provided with the strong leadership of Donna Layburn and Steve Busse over the past year, and now Otto Wright leads as our President with Cindy Kahl serving as President-Elect.

CONCLUSION:

The Downtown Alameda Business Association would like to thank the Alameda City Council, City Manager, Economic Development and Community Services, Public Works, and Finance Departments for their assistance in implementing the BIA. The increased participation from and collaboration with the business community and the continued quality of projects have shown that the BIA is a valuable tool in our continuing efforts to revitalize Downtown Alameda and our Historic District.

Attachments:

Committee Structure

Draft Strategic Plan

Approved 2019/2020 Budget

Committee Work Plans 2019/20 - progress noted

Current Board of Directors & Staff

previously submitted:

Final 2018/19 Financials

Tax Return 2018

Approved 2020/21 Budget



New Committee Structure

Downtown Alameda Business Association

Why?

Simplify

- Reduction from four to three main committees
- ***Membership becomes a function of each committee***

Alignment

- Reform committees around priority areas as defined by the strategic plan
- Create a staffing model that aligns to the priorities of the committees

Operationalize

- Enable committees to create and to plan
- Empower the committees to execute on those plans

The Plan:

Each committee works on all priorities –

- work flow is spread across committees according to their focus.

Priority Area	Outreach	Operations	Marketing
META Priorities:			
Articulate Vision	Outbound communication efforts with all stakeholders		Develop and implement communication to stakeholders
Structure			
Continue Active Work Plan	Engage	L&L, street cleaning, events,	Promote existing events
MEGA Priorities			
Membership and Board Development	Outreach to membership	Plan meetings	Create communications
Promote the Downtown	Outreach to outside groups		Marketing plan and brand!
Improve the Downtown	Engage government agencies	Work with vendors	Create communications
Evaluate and Manage Events	Engage with City and others to understand the requirements	Ensure smooth operations and	Build year-long marketing plan that promotes
Monitor and Respond to Demographic and other changes			Forward-looking marketing planning
Build the Arch!	Engage stakeholders	Define timelines and	Create communications

Proposed New Committees

Outreach

Rich Krinks

Conduct the critical function of developing and maintaining relationships with various stakeholders and important entities, which includes the City, local businesses, property owners and other key audiences. May include representation to various agencies, promote volunteerism and

Operations

*Cindy Kahl –
New Chairperson*

needed

Plans, executes and manages the key programs that are vital to the day-to-day functioning of the Association. This includes maintaining the L&L and other operational functions

- Volunteers
- Event execution
- Street cleaning

Marketing

Barbara Mooney

Take responsibility for developing and executing the Association's long-term marketing plan. This includes creating a (Board Approved) marketing strategy that will include an annual communications plan that will bring new visitors to the downtown. This committee will create the consistent brand and key messaging that will support events, and regular, frequent promotions.

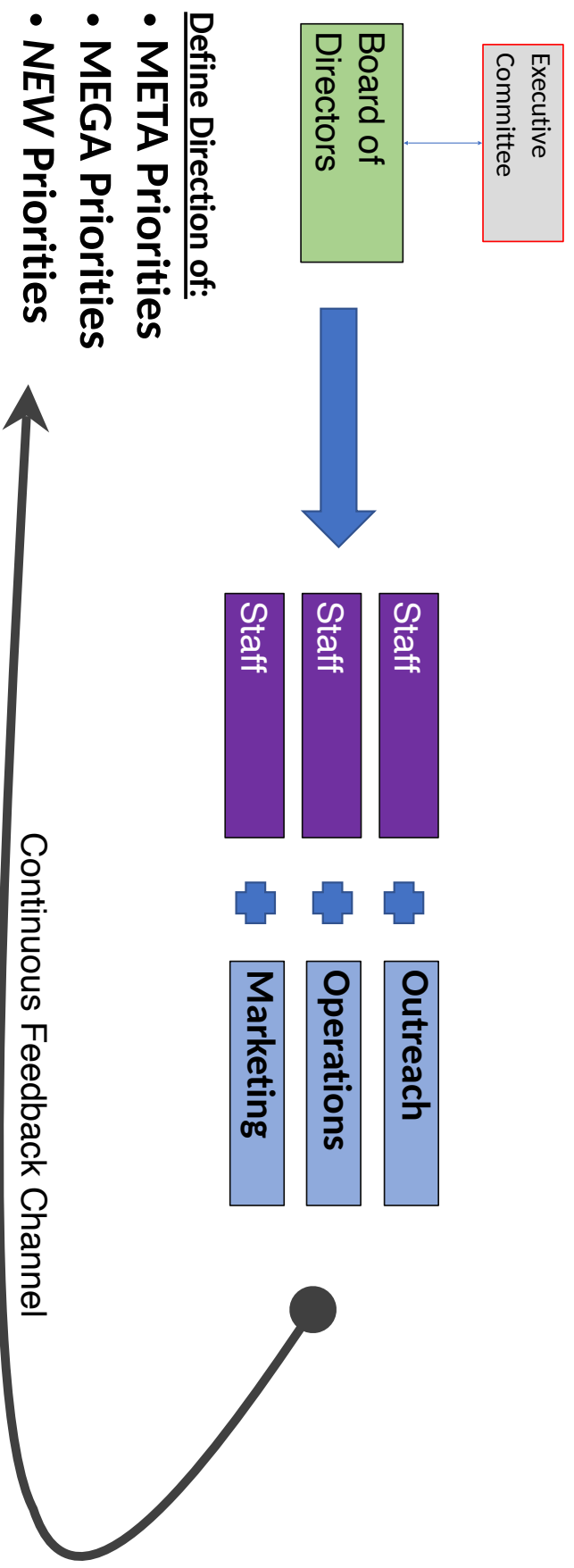
**Membership
(example)**

Outreach to new and existing members

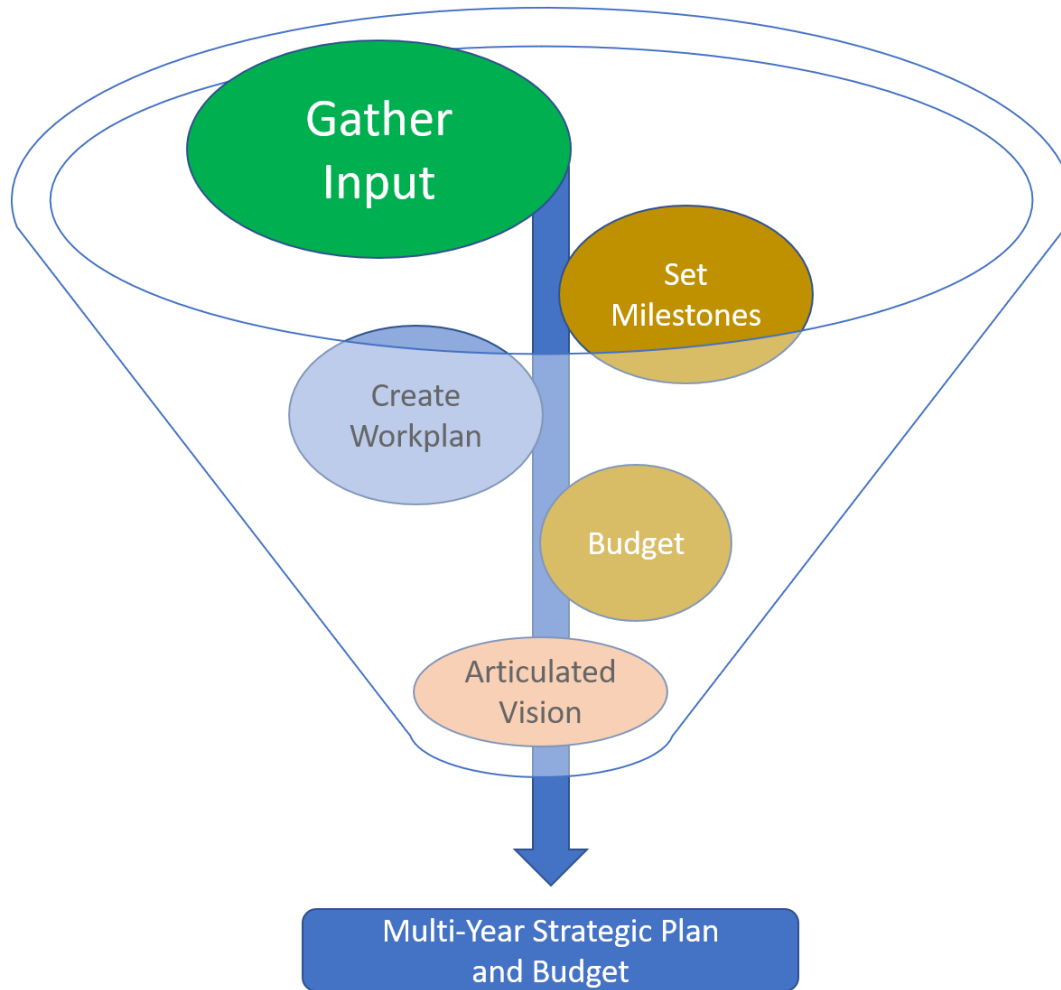
Coordinate and plan annual membership events

Create and manage key messaging and communications to membership

Committee Process Flow



We are excited to present our draft Strategic Plan outline to our members for their thoughts, comments and suggestions.



Three 'Buckets' or major areas to discuss and reach agreement:

- Meta Priority - Vision & Priorities - create metrics & milestones; approve wording
- Current Structure items
- Items needing active work and planning

Meta & Mega Priorities

Articulate Vision & Priorities for the Association

- Strengthen Association Membership
- Promote Downtown Alameda
- Act & Advocate to Improve Downtown Alameda
 - Physical Amenities
 - Business Climate
- Re-examine Large Street Events
- Monitor & Respond to Demographic & Market Trends
- Complete the Welcome Arch on Park Street

How can we ensure our current structure achieves these goals? Should we change our committee structure?

Strengthen Association Membership

To realize our full potential, our members must appreciate the value of the Association, and fully participate in its activities.

Recommendations

- Create and distribute a membership survey to gauge satisfaction, identify unmet needs, and to seek recommended improvements
- Launch a workshop series for members to address areas of interest (e.g., changing nature of commerce) and/or needed training (e.g., sexual harassment)
- Improve membership onboarding (e.g., create welcome packet with Association and city contacts, share member testimonials, ensure personal welcome visits, etc.)
- Identify and ameliorate barriers to members' participation in events, committee work, and volunteer activities

Act & Advocate to Improve Downtown Alameda

The Association is committed to recreating Downtown Alameda as a unique, vibrant, and experiential destination.

Recommendations

- Create a comprehensive, prioritized plan for Downtown improvements
- Demonstrate good stewardship over current resources (such as the L&L funds) and maximize their impact
- Improve the cleanliness of the Downtown sidewalks and spaces
- Make the arts a more prominent feature of the Downtown (e.g., incorporate art in store fronts; make art a focus of events; explore “arts district” certification)
- Improve Downtown public transportation, including the proposed shuttle
- Improve Downtown parking, including exploring the use of private lots, vendors, and new construction options
- Explore ways to support Jackson Park improvements and use for events

Promote Downtown Alameda & Re-examine Large Street Events

The Association must generate awareness of, and excitement about, Downtown Alameda and its businesses. The Association must also maintain sufficient income to meet its operating costs and strategic priorities.

Key Recommendation: Create a taskforce dedicated to re-examining the return-on-investment of the Association’s large street events. The taskforce’s scope includes:

Analyzing the value of the large street events

- Exploring income & promotion alternatives (i.e., opportunity costs)
- Identifying areas for improvement (and/or reduced negative impacts)
- Assessing ongoing and potential risks of current/alternative models

Monitor & Respond to Demographic & Market Trends

The Downtown Alameda customer base, and nature of commerce itself, is evolving. The long-term health of the Association and its member businesses depend on tracking and addressing these shifts.

Recommendations

- Include relevant demographic and economic data in meeting materials & membership communications on a regular basis (e.g., quarterly, annually)
- Make business trends a topic of conversation at events, trainings, and planning meetings
- Share best practices, innovative models, and potentially useful publications with membership
- Research and/or join business district organizations facing similar challenges
- Ensure that Board membership has the acumen, creativity, and discipline to engage these issues

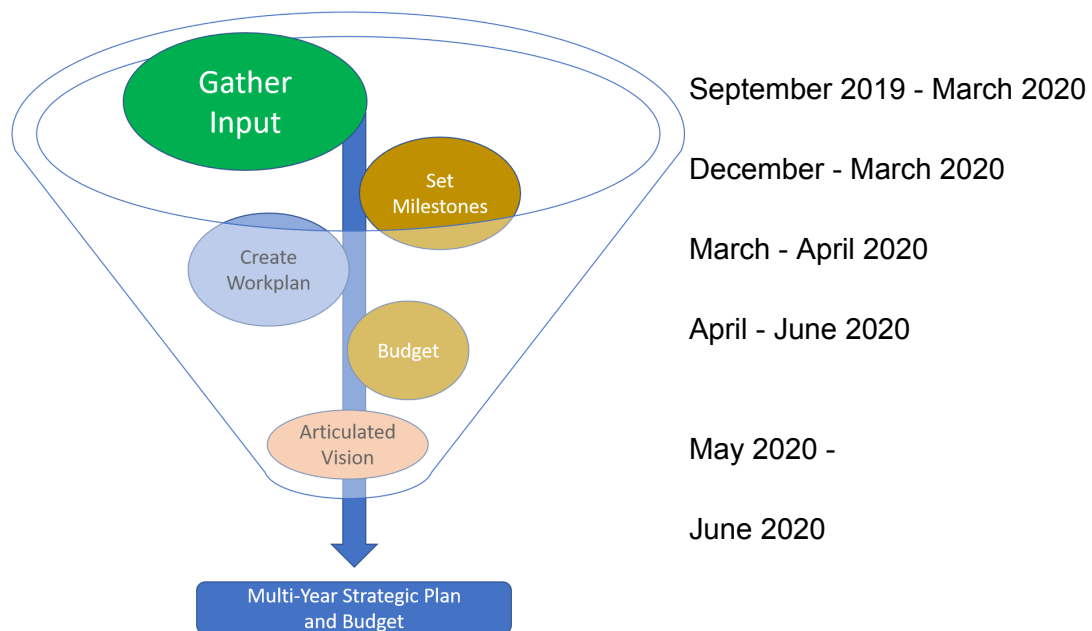
Complete the Welcome Arch on Park Street

To welcome southbound travelers crossing the Park Street bridge, and to help define the Downtown Alameda as a distinct destination, the Association will complete the construction of an architectural arch over Park street .

Recommendations

- Support the efforts Economic & Government Relations Committee regarding Arch construction
- Obtain from the City of Alameda all specific requirements regarding the erection and maintenance of the Arch
- Leverage all opportunities to generate excitement and support among Alamedans
- Aggressively pursue additional funding sources for Arch construction
- The Arch should be a signature landmark—ensure its design is unique, and its construction is of the highest quality

Creating Timeline and specific plans ...



“Recommended Step: Explore ways the current staffing and committee models should be modified in pursuit of these strategic goals”

Committees should review the new structure and draft strategic plan. Provide specific feedback to the Board on feasibility and suggest a multi year work plan.

April general Membership meeting to discuss this draft plan, receive input and return to the Board to finalize.

**Downtown Alameda Business Association
Approved 2019/20 Budget (Prior Operating Year)**

BUDGET Item	2019-2020	2018-2019
	Board Approved Feb 2019	Sept 2018 Revisions
INCOME:		
<u>Unrestricted</u>		
Misc. Income (Assoc Members, P Lot, other misc)	6,000	6,000
Art & Wine Faire (Net)	90,000	96,000
Car Show (Net)	15,000	15,000
Spring Festival (Net)	55,000	55,000
Stroll Events (3-4 events) (2 in 18/19)	40,000	30,000
Unrestricted Income Sub Total	206,000	202,000
BIA Payments	\$ 122,000	\$ 122,000
Restricted Income Sub Total	\$ 122,000	\$ 122,000
Income Grand Total	328,000	324,000
EXPENSES:		
<u>Unrestricted</u>		
	<u>19/20 Budget</u>	<u>18/19 Budget</u>
Event - Art & Wine (net above breakout for QB)		
Event Car Show (net above breakout for QB)		
Event - Spring Fair (net above breakout for QB)		
Event - Stroll (net above breakout for QB)		
Take Pride /CGS/Maint & Improvement	5,000	5,000
Clean Green & Safe Fund	20,000	15,000
L&L Campaign (May 30 Board action)	0	20,000
Business Promotion (Suggestions)	6,000	6,000
Executive Director Salary	95,000	90,000
Employer Taxes & WC	13,200	11,000
Meetings/Trainings	3,000	3,000
Outside Services - Programs	5,000	5,000
Board Authorized Reserve	5,000	5,000
Event Director Salary (incl tax, wc w/ Member Serv 2/3 Total)	36,500	36,500
Advisory Committee Program	1,500	2,500
Transfer to Restricted Programs (initiatives & support)	0	0
Sub Total	\$190,200	\$199,000

Restricted		
Utilities	2,000	2,000
Membership Program	6,000	5,500
Membership Director - wages (split w/ Event 1/3 Total)	18,500	18,500
Employer Taxes & Workers Comp	1,500	2,350
	0	0
Promotions Program	17,000	17,000
Accounting / Tax Prep	5,000	5,000
Postage/Printing	1,500	3,000
Supplies	1,000	2,000
Marketing Consultant/Internet Media	31,200	31,200
Liability/D&O Insurance	3,500	3,500
Office Rent	25,200	24,000
Other Office Costs	2,000	2,000
Econ-Gov Relations Program	1,000	1,000
Website - Maint. & Email & online programs	1,900	3,000
CAMSA Conference	1,200	1,200
Sub Total	118,500	121,250
Expenses Grand Totals	308,700	320,250
Reserve to be Budgeted (reduction)*	19,300	3,750
Restricted Change	3,500	750
Unrestricted Change	15,800	3,000
IT Needs (from Reserve)	2,000	
* To be allocated after YE close and adj (9/19)		

Downtown Association Board Adopted Budget

BUDGET Item	Board Adopted 2020-2021	2019-2020
INCOME:		
<u>Unrestricted</u>		
Misc. Income (Assoc Members, P Lot, other misc)	\$6,000	6,000
	\$0	
Art & Wine Faire (Net)	\$110,000	90,000
Car Show (Net)	\$10,000	15,000
Spring Festival (Net)	\$55,000	55,000
Stroll Events (3-4 events)	\$60,000	40,000
Unrestricted Income Sub Total	\$241,000	206,000
BIA Payments	\$124,000	\$ 122,000
Restricted Income Sub Total	\$124,000	\$ 122,000
Income Grand Total	\$365,000	328,000
EXPENSES:		
<u>Unrestricted</u>	<u>20/21 Budget</u>	<u>19/20 Budget</u>
Event Costs - (prelim budget costs included in above income)		
Operations (Take Pride /CGS/Maint & Improvement)	15,000	5,000
Operations (Clean Green & Safe Fund Specific)	20,000	20,000
Business Promotion (Suggestions)	12,000	6,000
Executive Director Salary	120,000	95,000
Employer Taxes & WC	16,100	13,200
Meetings/Trainings (Outreach / Marketing)	10,000	3,000
Outside Services & Office Exp	5,000	5,000
Board Authorized Reserve	0	5,000
Event Coordinators Wages (inclcd tax, wc w/ Member Serv 2/3 Total)	41,000	36,500
Advisory Committee Program	2,000	1,500
Transfer to Restricted Programs (inititaves & support)		0
Sub Total	\$241,100	\$190,200

Downtown Association Board Adopted Budget

<u>Restricted (BIA paid)</u>		
Utilities	\$2,000	2,000
Member Meetings & Awards (Membership Program)	\$4,500	6,000
Membership Coordinator - wages (split w/ Event 1/3 Total)	\$18,500	18,500
Employer Taxes & Workers Comp	\$1,500	1,500
		0
Marketing Program. (Promotion)	\$20,000	17,000
Accounting / Tax Prep	\$7,500	5,000
Postage/Printing	\$1,300	1,500
Supplies	\$800	1,000
Marketing Consultant/Internet Media	\$30,000	31,200
Liability/D&O Insurance	\$3,500	3,500
Office Rent	\$26,400	25,200
Other Office Costs	\$1,500	2,000
Outreach Committee (Econ-Gov Relations Program)	\$2,900	1,000
Website - Maint. & Email & online programs	\$2,500	1,900
CAMSA Conference	\$1,000	1,200
Sub Total	123,900	118,500
Expenses Grand Totals	365,000	308,700
Reserve to be Budgeted (reduction)*	0	19,300

Committee results 2019 / 20

(This report is created just past the halfway mark of our fiscal year, as such items are still in progress)

Membership Committee 2019/2020 Work Plan

Purpose:

Ensure that members are informed of the latest news pertaining to the District and apprised of marketing and educational opportunities available to the membership. Create regular opportunities for all to meet, mix, and learn.

WORK PLAN OBJECTIVES - 2019/2020

- | | |
|---|-------------|
| 1. Develop Associate Member retention program. | Done! |
| 2. Outreach for new Associate Members (e.g., Historic Stations). | |
| 3. Develop new pricing structure for Associate Member program. | Done! |
| 4. Work with City to host a Minimum Wage Workshop for restaurants. | Done! |
| 5. Work with City to host other business workshops as requested by membership. | |
| 6. Experiment with late night mixers. | In Process! |
| 7. Host "Welcome to the District" reception for Park Street Landing merchants. | Done! |
| 8. Continue successful mixers that create networking opportunities, time to share collective knowledge and highlight member businesses. | |

Take Pride Committee 2019/2020 Work Plan

Purpose:

A new and improved emphasis for committee work to include not only maintenance of the district but also improving accessibility, walkability, and personality. Conceptualize and research fundraising for Clean, Green & Safe Fund and administer the use of these funds.

WORK PLAN OBJECTIVES - 2019/2020

- | | |
|---|--------------------------------|
| 1. Continue to successfully fundraise and manage Clean, Green, and Safe Fund. | In progress! |
| 2. Complete installation of new bike racks. | Done! |
| 3. Research new funding sources for purchase of additional 3-Stream receptacles and/or other needed trash enclosures for entire district. | |
| 4. Continue goal to remove or repair unsightly newspaper racks. | Done! |
| 5. Promote and award Sidewalk Cleaning Grants. | Pressure washed all sidewalks! |
| 6. Continue to assist association with Landscape & Lighting campaign. | Completed June '19 |
| 7. Create a subcommittee to research decorative light program and/or holiday decor redesign | In progress! |
| 8. Investigate collaboration with Alameda Garden Club and Public Works for bulb out upgrade and/or Planter Grant Program. | |

Economic & Government Relations Committee

2019/2020 Work Plan

Purpose:

Recognize how critical future development of the North of Lincoln is to the district; how current vacant properties throughout the district are being developed, identified, and marketed; the challenges in starting a new business in Alameda; and the importance of maintaining relationships with city staff and officials. Embrace property owners in communication about the district on regular basis.

WORK PLAN OBJECTIVES - 2019/2020

1. Work to create ordinances for and enforcement of vacant, burned out and/or blighted buildings/storefronts. In progress
2. Continue work on code enforcement for temporary signs through recommendations of Facade Grant program. In progress
3. Develop member surveys to get ideas and referrals for outreach to potential new business.
4. Create a special committee to work on pilot program to close Alameda Avenue.
5. Support the Carnegie Innovation Hall project. Done
6. Continue work on BIA expansion at Park Street Landing. Done
7. Advocate for Gateway District amenities including; Gateway Arch, water taxi, kayak docks or other waterfront connections.

Promotions Committee 2019/2020 Work Plan

Purpose:

Committee and its members to concentrate efforts on event operations, promoting the business district, and enhancing its visibility through publicity and community-based promotions all the while looking for ways to reimagine events for viability and ultimate success.

WORK PLAN OBJECTIVES - 2019/2020

1. Event Operations:
 - Develop volunteer recruitment and retention program that includes training and benefits plan.
 - Create operational plan for each event with a checklist for post event evaluation.
 - Assist with day of event operations.
 - Create sub-committees for events. Created Stroll Committee
2. Events Analysis and Maximization: On going
 - Create and use event analysis similar to key performance indicators.
 - District events are to benefit the membership as a whole and raise funds to keep the association financially stable.
 - Community events to focus on bringing neighbors and off-island visitors together in the district to build our community spirit.
 - Business-focused events that specifically create income and recurring patronage.
3. Encourage district visitor interaction with activities and merchants by development of district map, district app, and enhanced social media.

Downtown Alameda Business Association

2020 Board of Directors, Committee Chairs, and Staff

Officers:

President

Steve Busse

Park Centre Animal Hospital
510.521.1700

President-Elect

Otto Wright

The Local
510.523.2116

Cindy Kahl

Speisekammer
510.522.1300

Immediate Past President

Steve Busse

Park Centre Animal Hospital

Secretary

Krizten Delossantos

West Wind School

Treasurer

Ron Mooney

Daisy's

At Large Directors:

John Frangoulis

Park Street Tavern

Joe LoParo

ReMax/Tribute

Eric Olney

Shum Financial

Jone Stebbins

Honey Salon

Director Emeritus:

Kyle Conner

Alameda Theatre & Cineplex

Donna Layburn

Marketplace

Committee Chairs:

Outreach

Rich Krinks*

Berkshire Hathaway HomeServices

Operations

Temp: Cindy Kahl

Speisekammer

Marketing

Barbara Mooney*

Daisy's

Advisory Committee

Kyle Conner

Alameda Theatre & Cineplex

* Appointed Director for 2020

Staff:

Executive Director

Kathy Weber

Kathy@downtownalameda.com

510.523.1392

Membership & Events Coordinator

Aviva Kellman

Aviva@downtownalameda.com

Marketing & Communications

Stephanie Prothero

Stephanie@downtownalameda.com

Eric Fonstein

From: Kathy Weber <Kathy@downtownalameda.com>
Sent: Thursday, March 19, 2020 9:31 AM
To: Eric Fonstein; Ron Mooney
Subject: Request to adjust BIA rate COLA increase

***** CAUTION:** This email message is coming from a non-City email address. Do not click links or open attachments unless you trust the sender and know the content is safe. Please contact the Help Desk with any questions. ***

Hi Eric,

There is no mistaking the uncertainty of the current economic landscape within the Downtown Alameda Business Association district. In order to support our members, the Association's Executive Committee respectfully requests that the standard BIA rate COLA increase be adjusted to 0% this year.

Additionally, we request that the required payment for business licenses is delayed until the Shelter in Place has been lifted, and our members have a chance to reopen and attempt to recover. At this point we would suggest a 90-day delay.

We appreciate the support of the City of Alameda as we navigate this new, uncharted territory.

Ron and I are happy to discuss this in more detail should you have any questions or need additional clarification.

I hope all is well with you.

Kind Regards,

Kathy

Kathy Weber

Executive Director

2447 Santa Clara Avenue, #302

Alameda, CA 94501

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Main: 510-523-1392

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